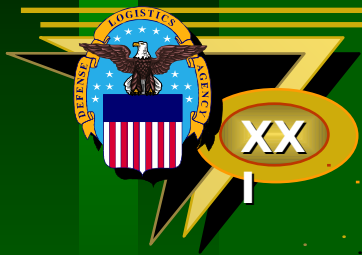


# DIRECTOR'S QUARTERLY WORKFORCE BRIEFING



**DLA 21**

**February 28, 2000**



## Topics

- **DLA 21**
- **DCMC/DTRA Relocation**
- **Questions/  
Audience response  
cards**



# Strategic Plan 2000...DLA 21



# DLA 21...What Is It? A Blueprint for Change

## A Glimpse of the Future: Joint Vision 2010

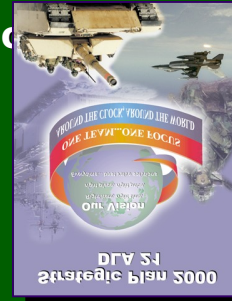
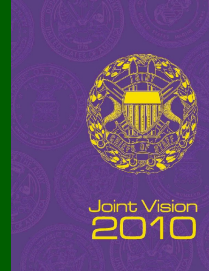
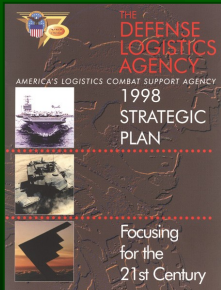
- Strategic Environment
- Conceptual Notions
- Logistical Implications for DoD
- Logistical Enablers

## Strategic Plan

- Review Service/CINC Transformation Plans
- Conduct Gap Analysis
- Develop Agency Vision
- Focus on Greatest Payoff Areas
- ID Goals & Objectives Required to Achieve Vision
- Codify; Prioritize
- Establish Measurement Criteria/System

## The Process

## Stakeholders & Stockholders



A Continuum of Change →

1997 2005

2010

2020 Workforce



# A Glimpse of the Future: Joint Vision 2010

FUTURE  
WARFARE



## Changing World

- ★ More Joint / Multinational Operations
- ▢ Information & Technological Advances Will Revolutionize Warfare
- ▢ No Near Term Potential Adversaries; State-To-State Relations are Norm
- ▢ Operational Environment Will Range From Peacekeeping & Disaster Relief to Major Regional Contingencies



## Changing Nature of War: A Revolution in Military Affairs



- ▢ Asymmetrical Force on Non-Linear Battlefield Fought in Multiple Locations; Positional Advantage
- ▢ Decisive Speed & Tempo; All Weather; Day & Night
- ▢ Information Superiority; Near Real-Time
- ▢ Dominant Maneuver: Across the Range of Military Operations
- ▢ Mobility & Agility
- ▢ Precision Engagement: Responsive & Accurate From Extended Ranges

## Changing Nature of Logistics: A Revolution in Military Logistics

- ▢ Focused Logistics: Precise Application of Logistics
- ▢ Rapid Integrated Response & Distribution
- ▢ Total Asset & Intransit Visibility; Information Fusion



# What Are the Warfighter Needs?



- ✓ **World-wide time definite delivery**
- ✓ **Assured, real time logistical**
  - **information**
  - **situational awareness**
  - **Web based; secure** ★ **Planning, modeling, simulation capability**
  - **AIT**
- ✓ **Single site**
- ✓ **Single point of contact for customer service**
- ✓ **Logistics response; not inventory**
  - **Surge capacity**
  - **No backorders**
  - **Strategic packaging**
  - **Electronic commerce**
  - **Acquisition agility**
- ✓ **Smaller logistics footprint**
  - **Reach back/pulse capability**
  - **Forward presence**
  - **Quickly deployable**
- ✓ **Less cost for support & services**
- ✓ **Quality products**
- ✓ **Confidence in delivery of right items, right time, right place, right price, every time**





# Why Change?





# 1997-1999: Great Years for D



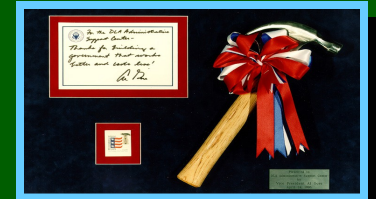
## Joint Meritorious Unit Awards

11/95-1/98:

- DCMD International, CAS to Forward Deployed Forces

11/95-1/98: DLA Europe, Logistical Support to Operations JOINT ENDEAVOR/GUARD

11/96-2/99: Defense Logistics Agency, Business Process Reengineering and Support to Forward Deployed Military Forces

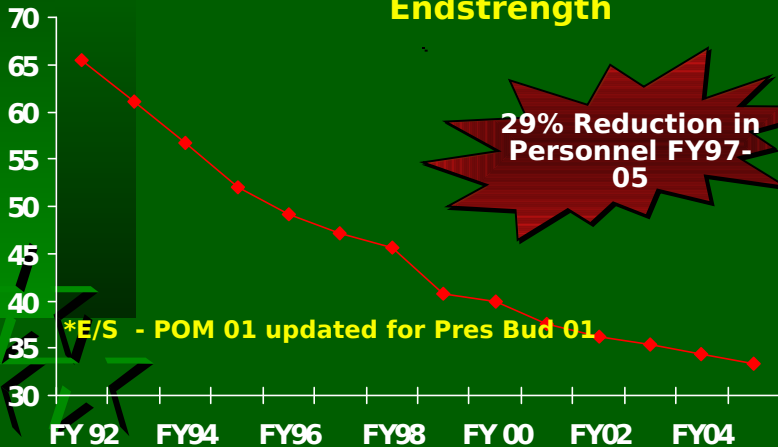


## 54 Hammer Awards

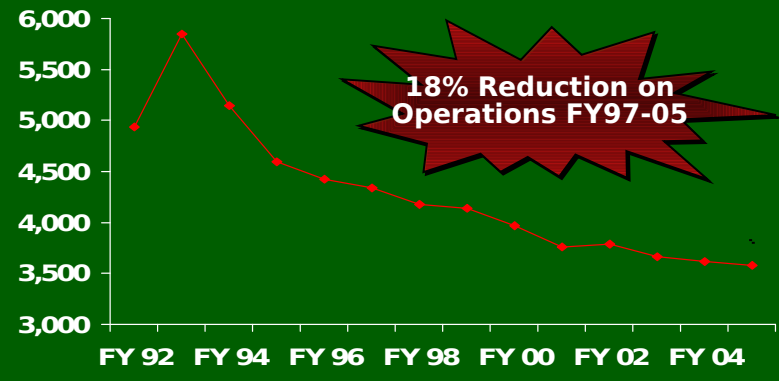
- 40 from 1996-98
- 5 in 1999

## 15 Reinvention Labs

DLA Military & Civilian Endstrength



DLA Operations Costs Constant FY92 \$M







# The "Leader" For Today May Not Be The "Leader" Tomorrow

➡ If You Are On Top, You Are The Underdog

▣ Retailing Example

▣ Montgomery Ward - 30's And

▣ Sears - 50's And 60's

▣ K-Mart - 70's And 80's

▣ Wal-Mart - 90's

▣ ? - 00's



**Why Change?  
History shows us**

**why!**



# Why Change?



1990	1993	1996	1999
Functional Stovepipes	Integrated commodity business unit	Weapons systems management	Supply chain management
Low bid	Best value, long term contracts	Best value, long term contracts	Corporate contracts
Inventory in DLA warehouses	Direct Vendor Delivery (DVD)	DVD, just-in-time inventory	DVD, vendor managed inventory
Paper	Electronic commerce	DLA EMALL	DoD EMALL
1970's business systems	Government programs	Gov't modified COTS	Solution to COTS
CONUS based wholesaler	Worldwide	Forward presence	Forward presence & forward deployed
Organic workforce		Core/non-core study	Competitive sourcing
Mainframe systems	PC based stand alone	PC/midtier integration	Web based applications
Stovepipe business processes	Business Process Reengineering with infusion of EC/EDI	Hybrid	Integrated business processes
Military Specifications	Spec busting	Commercial item descriptions	Broad commercial applications

Management of Supply



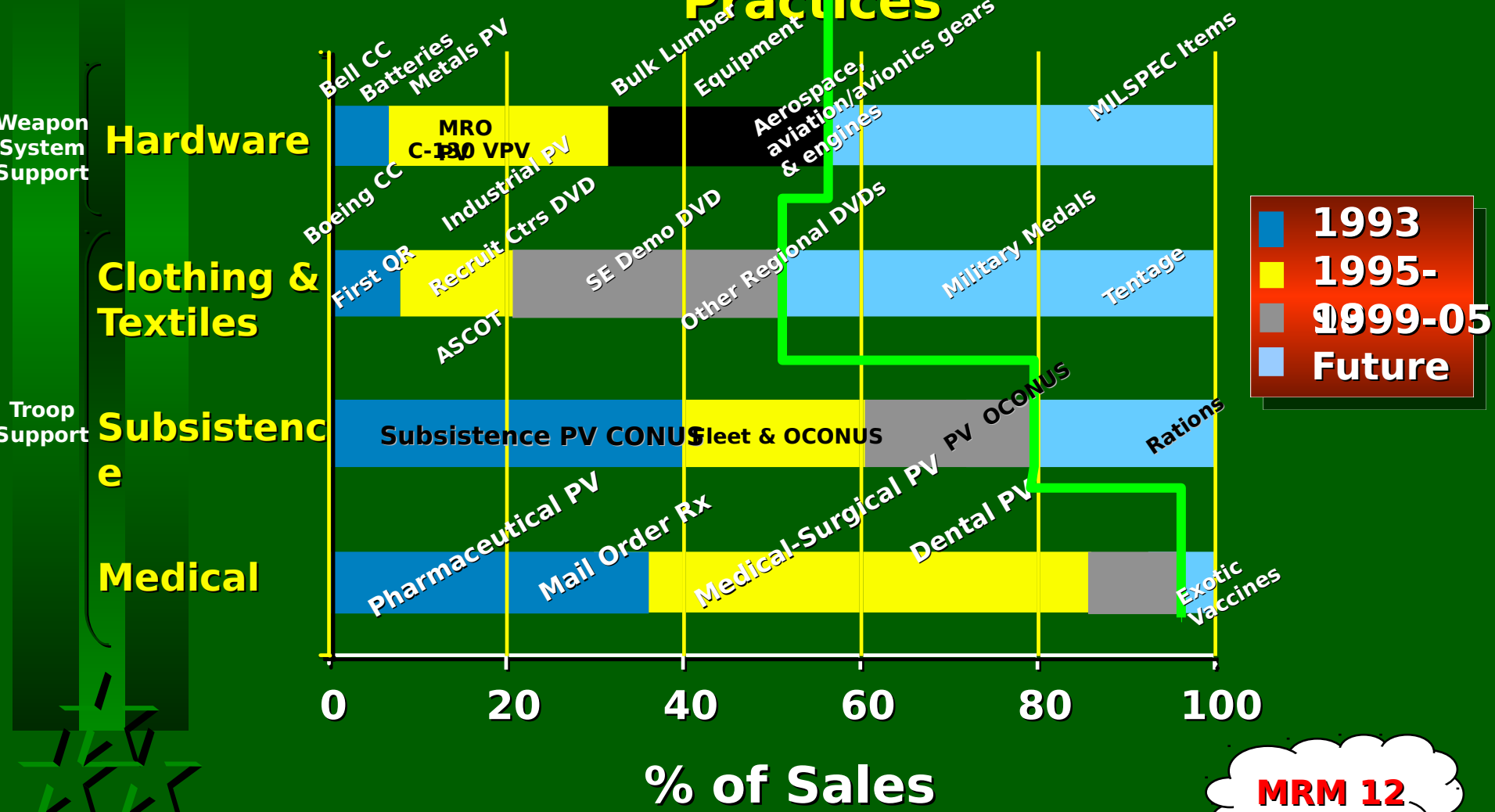
Management of Relationships

**Change has always been a positive part of DLA**



# Shift to Commercial Practices

## ...Adopting "The Green Line" Best Business Practices



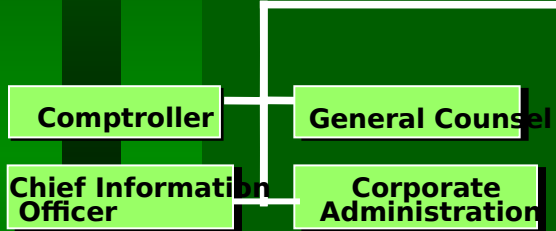


# Notional FY05 Organizational Structure

**Director**  
**Deputy Director**

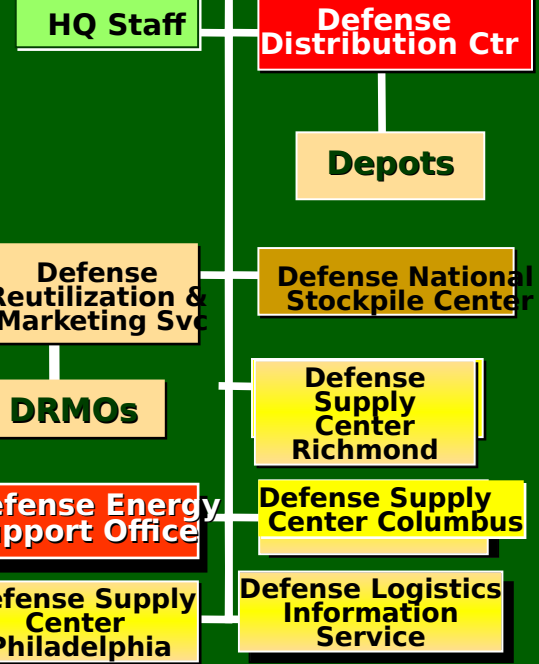
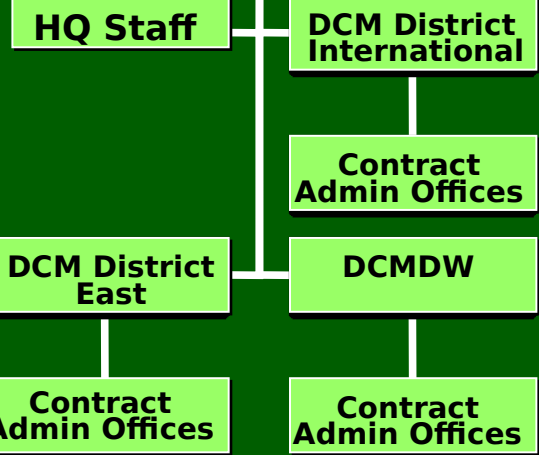
**32,500**  
**(from**  
**42,000)**  
**FTEs**

## HQ Staff Elements



**Defense Contract Management Command**

**Defense Logistics Support Command**






# Current DLA POM (FY2001-FY2005) Initiatives with Organization/Manpower Impacts

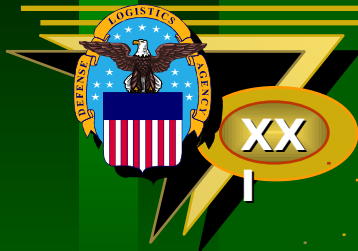
- ✓ Establishment of Human Resources Operations Center (HROC)
- ✓ Disestablishment of DLA Systems Design Center (DSDC)
- ✓ Defense Automated Printing Service (DAPS) Study
- ✓ Defense National Stockpile Center Downsizing
- ✓ Defense Depots A-76
- ✓ DRMO A-76/Commercial Venture
- ✓ Various Distribution Depot Workload Optimizations
  
- ✓ DISC/DSCP Merger
- ✓ Virtual ICP
- ✓ Shift to Commercial Practices



# Gap Analysis

- ✓ We know future environment
- ✓ We know warfighter needs
- ✓ We know our current capabilities & what is planned in the POM
- ✓ But we need more....

 **We need a Strategic Plan - to take a holistic look at DLA & its logistical processes to determine how to continue the transformation of DLA into a more agile, relevant logistics combat support agency able to provide the support & services demanded by the Joint Vision 2010 warfighter**



# Strategic Plan 2000...

## DLA 21



### Our Vision

Right Item, Right Time,  
Right Place, Right Price,  
Every Time...Best Value  
So Our Values America's

### Our Strategic Goals:

1. Consistently provide responsive, best value supplies and services to our customers.
2. Reduce costs--improve efficiency--increase effectiveness
3. Ensure our workforce is enabled to deliver and sustain world class performance.

1. People
2. Service
3. Excellence
4. Integrity
5. Innovation

### Our Core Competencies

1. Customer Knowledge
2. Logistics Information Management
3. Integrated Combat Logistics Solutions
4. Rapid Worldwide Response
5. Single Face to Industry

But There's More





# DLA Customer Bill of Rights

**What warfighters should expect and demand from DLA.  
What DLA will do to meet our commitment to the warfighter.**

## **Right Focus:**

**DLA will perform as an integral part of the warfighting team.**

- ★ **Supporting weapons systems readiness**
- ▢ **Providing exceptional customer service**
- ▢ **Projecting a forward presence**

## **Right Time:**

**DLA will provide fast and reliable support to the warfighter.**

- ▢ **Improving logistics response time**
- ▢ **Making great support arrangements**
- ▢ **Providing tailored logistics support**
- ▢ **Filling backorders quickly**

## **Right Product:**

**DLA will provide the right items and services to the warfighter.**

- ▢ **Ensuring product quality and conformance**
- ▢ **Making sure the right items are available to the customer**
- ▢ **Minimizing and correcting discrepancies**





# DLA Customer Bill of Rights

## "Continued"

**What warfighters should expect and demand from DLA.  
What DLA will do to meet our commitment to the warfighter.**

### **Right Price:**

**DLA will provide best value products and services.**

- ▣ Reducing infrastructure
- ▣ Minimizing customer price change
- ▣ Using excess and reusing disposal assets
- ▣ Buying smartly

### **Right Measures:**

**DLA will use customer driven measures of success.**

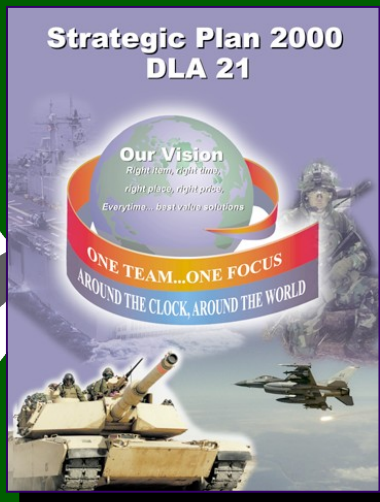
- ▣ Reviewing progress against corporate customer goals and operational objectives
- ▣ Using measures preferred by the customer
- ▣ Contracting for the right level of performance in services



# Strategic Plan 2000...DLA21 "High Payoff Areas"

**Business  
Systems  
Modernization**

**Customer  
Knowledge/  
Focus**



**Strategic  
Sourcing**

**Workforce  
Development**

**Organizational  
Redesign**

**Right Item, Right Time, Right Place, Right Price, Every Time...  
Best Value Solutions for America's Warfighters**



# Strategic Plan 2000...DLA21 "High Payoff Areas"

## Business Systems

Enterprise Modernization

- ✓ Resource Planning
- ✓ Replace legacy systems with robust COTS
- ✓ Shift to commercial practices
- ✓ Virtual applications
- ✓ Technology insertion

## Strategic Sourcing

- ✓ Shift to commercial practices
- ✓ Prime Vendor, VPV, DVD
- ✓ Best value sourcing
- ✓ Acquisition Reform
- ✓ Strategic supplier alliances
- ✓ Supply chain solutions
- ✓ Corporate, long term contract

## Customer Knowledge /Focus

- ✓ Forward presence
- ✓ Partnership
- ✓ On-site Reps
- ✓ Lead Centers
- ✓ Virtual Call Center
- ✓ Tailored support
- ✓ Stock Positioning
- ✓ Single point of contact

## Organization Redesign

- ✓ Restructure for logistics transformation
- ✓ Virtual Enterprise
- ✓ Focus on supply chain mgt
- ✓ Information is a commodity
- ✓ Business process driven

## Workforce Development

- ✓ Recruitment, retention, training
- ✓ Training for multi-skilled personnel
- ✓ Knowledge management
- ✓ Teaming



# Preparing for the Future

## What Does the DLA Strategic Plan Do?

### ★ Right focus

- Ties DoD goals and direction to the workplace

### □ Right size

- Major infrastructure changes

### □ Right enablers

- Business process change
- Smaller, multi-skilled trained workforce
- Acquisition Reform
- Partnerships with customers and industry
- IT



### ★ Linked To POM & performance contract





# The DLA Story: The Value Proposition

“...to ensure  
warfighters  
are never  
logistically

unprepared”

83% of Requisitions

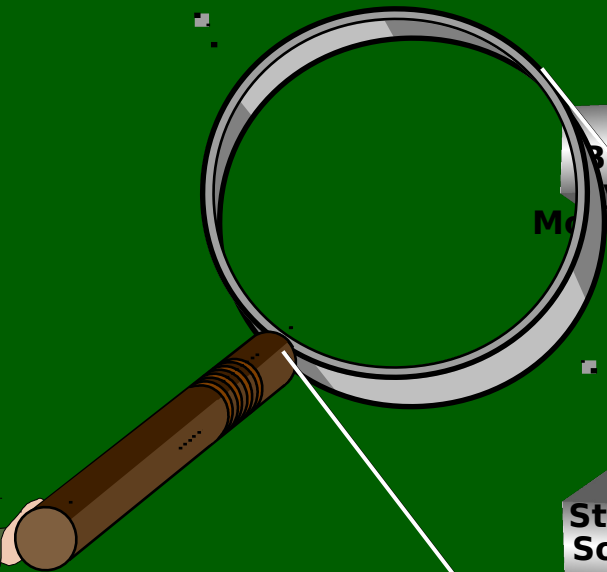
90% of Repair Parts

100% of Fuel &  
Package Petroleum

100% of Clothing/  
Medical/Food

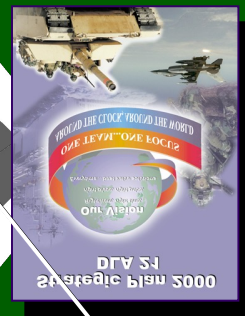
100% of Distribution

DoD's Contract  
Manager



Business Systems Modernization

Customer Knowledge



Strategic Sourcing

Workforce Development

Organizational Redesign



# DLA 21 Steering Group

**RADM Chamberlin Deputy Director**  
**RADM Archer Deputy Director**  
**Mr. Thurber Corporate Administration**  
**COL Stormer Comptroller**  
**Mr. Baird General Counsel**  
**CAPT Case Chief Information Office**  
**Dr. Bailey Document Automation & Service**  
**Production**  
**Mr. Jones DLSC**  
**Mr. Brunk DCMC**  
**Col Kozak Director's Staff Group**  
**CAPT Boyd Director's Staff Group**

**4 Feb 99**  
**First Meeting**

**14 Jul 99**  
**Group Report**  
**Due Date**

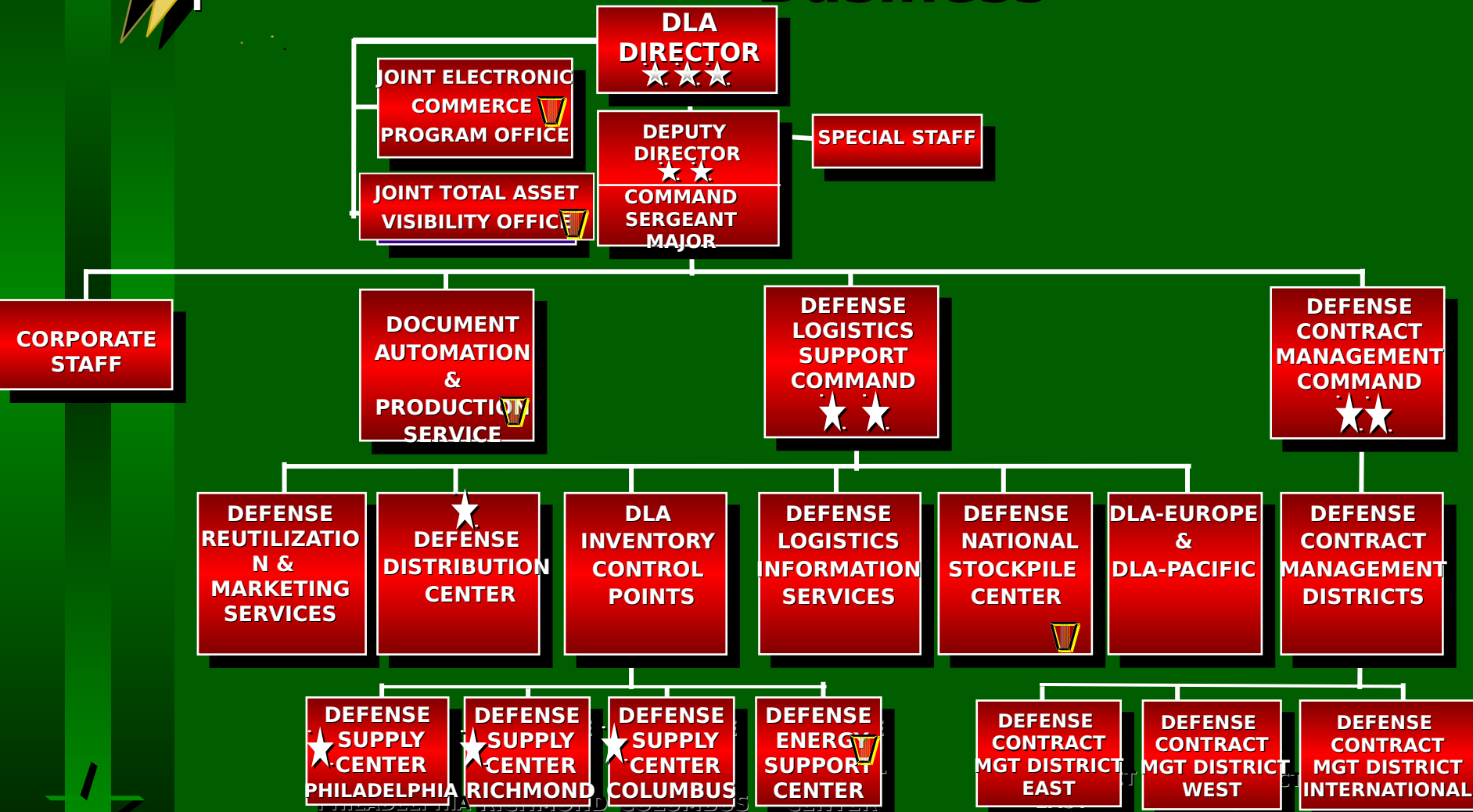
**9 Feb 00**  
**Results**  
**Announced**

**Planned**

**Actual**

# DLA Today

## Organized for Yesterday's Business



Assessment







# Assessment...Current Organization

- ✓ Holding company vs enterprise
- ✓ Decision-making processes disjointed
- ✓ HQ and field relationships not clear
- ✓ Information technology fragmented...not synchronized
- ✓ Business integration & resource optimization not achieved
- ✓ Customer interface and readiness divided
- ✓ Weak organizational supply chain orientation
- ✓ Too many handoffs add no value
- ✓ Not prepared for business systems modernization

**Bottom Lines** Must be more agile, focused and harmonized to remain relevant & perform supply chain management functions in 21st Century.



# DLA 21 Precepts

**Not a  
Downsizing  
Exercise**

- ✓ Support to the warfighter is our focus
- ✓ Information both a DLA commodity and an enabler
- ✓ “Owner” of a corporate capability held accountable to the whole corporation for effective support to the whole Agency
- ✓ “Virtual” defined.....
  - ✓ Resources/FTEs remain on local command rolls and payroll. Evaluation follows chain of command
  - ✓ Personnel remain in local union
  - ✓ Professional direction (policy and operational guidelines) provided by corporate office
- ✓ We are committed to business systems modernization
- ✓ Those required, by program or regulation, to have direct access to the Director, will continue to have access, regardless of organization placement.

**Think Corporate!**



# Management and Process changes HQ Roles

## ★ Corporate plans and strategies

- Interface with OSD & Congress
- Resourcing plan and obtain resources
- Corporate standards for business processes
- Develop & monitor metrics...match expectations with corporate standards
- Build POM & business plan
- Establish standards and metrics with field activities
- Tie initiatives to strategy/expectations
- Technical, operational, and systems architecture
- Manage SES cadre as corporate assets
- Establish Corporate Board for corporate mission



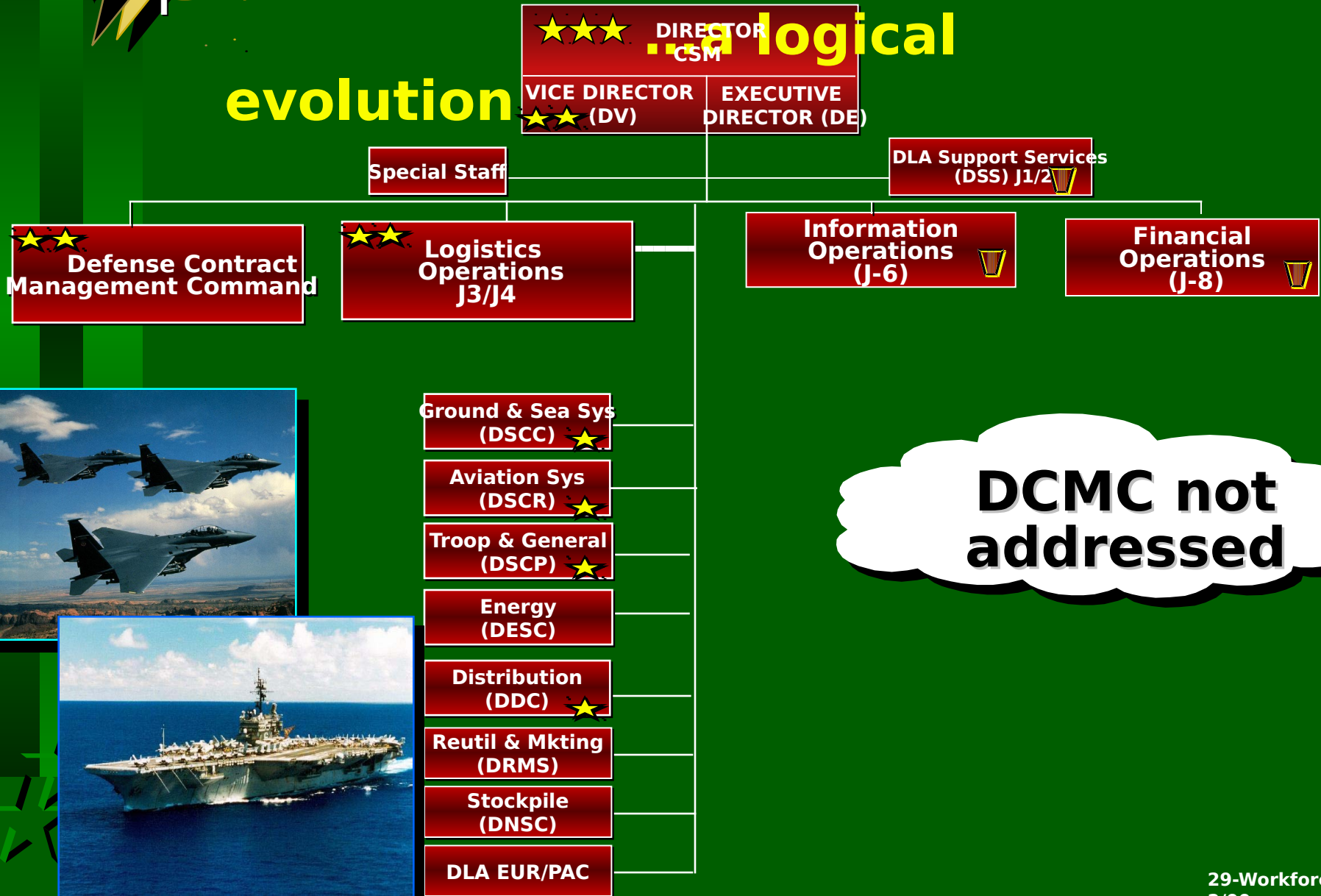
# Management and Process Changes Field Roles

- **Effect corporate planning & strategy**
- **Execute to corporate standards**
- **Maintain professional expertise & technical competence over respective market sector**
- **Participate in corporate strategy and standards setting**
- **Negotiate expectations with customers**
- **Meet corporate expectations**
- **Maintain workforce proficiencies and competence**
- **Identify resource requirements**
- **Prioritize & allocate resources**



# The Solution: DLA 21 Organization

evolution



**DCMC not addressed**





# Alignment of HQ Leadership to DLA 21

★★★ DIRECTOR (a)  
CSM

VICE DIRECTOR (DV)      EXECUTIVE DIRECTOR (DE)

LTG Glisson (MG Thompson\*)

CSM Turner

Mr. Thurber

DLA Support Services (DSS) J1/2

RADM Archer (BG Gonczy\*)

Mr. Baird  
Mr. Alderman  
Mr. Hillin  
Ms. Eaton  
Ms. Chaddick

Dr. Bailey  
Ms. Creek

★★ Logistics Operations J3/J4

Information Operations (J-6)

Financial Operations (J-8)

RADM Stone (RADM Priest\*)

Mr. Lotts  
Mr. Baillie  
Ms. Gallo  
Mr. Kenny  
Ms. Pettibone  
Mr. Bergmann

Ms. Arnette  
Ms. De Vincentis  
Ms. Knott  
Ms. Johnson  
Mr. Egan

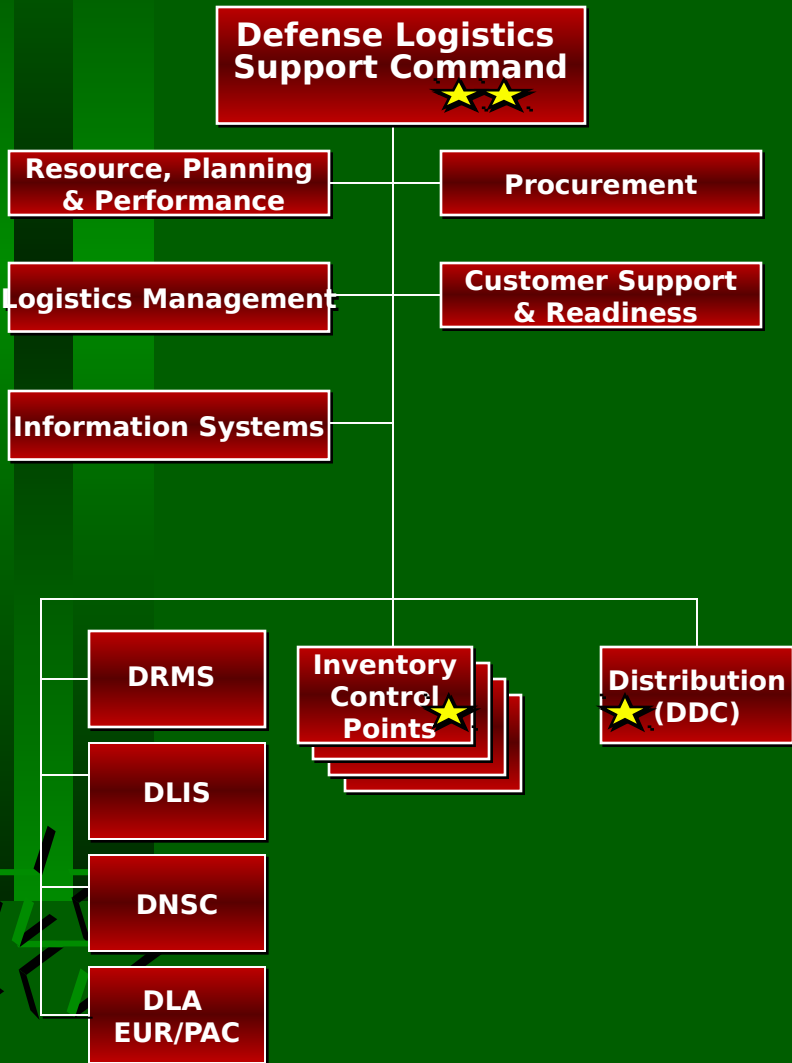
Dr. Furiga  
Mr. Miller

\* Mobilization Augmentation

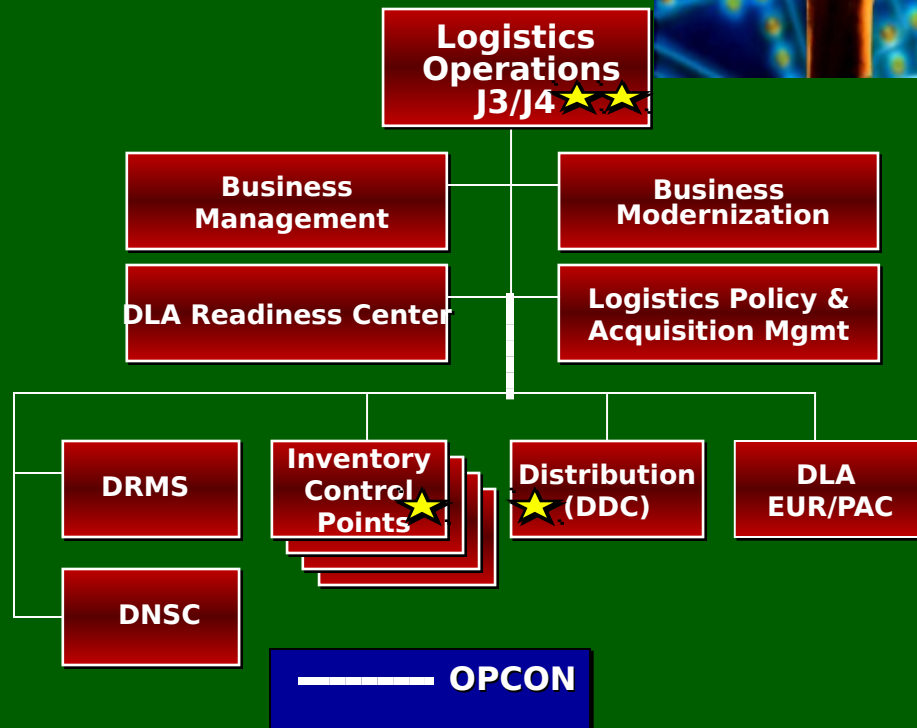


# Logistics Operations

**TODAY**



**DLA 21**





# DLA 21 - Logistics Operations Tenets

- ✓ Future of DLSC as a command is based on DCMC decision
- ✓ Focus on Logistic Business/Supply Chain Management/ Business Modernization
- ✓ Retain requirements determination and execution
- ✓ Corporate provider for performance measurement
- ✓ DLA Readiness Center to link readiness elements & customer interface ...single face to customer
- ✓ DEUR/PAC responsible for DLA capability, tasking, mission execution and performance in their respective theaters....

All DLA personnel in those theaters are to advise/inform DEUR/PAC of their mission and role change.

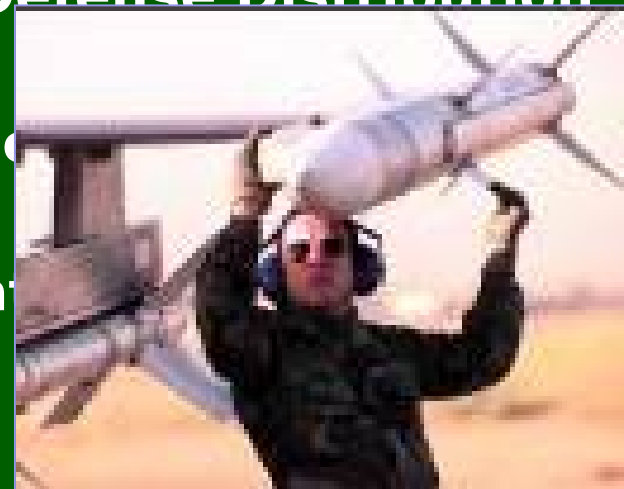






# Changes

- ✓ Move Defense Logistics Information Service (DLIS) to Information Operations
- ✓ Establish DLA Readiness Center by combining CAI & DLSC-C
- ✓ Internal Review and DORRA move to Business Management
- ✓ Move physical distribution from Defense National Stockpile Center (DNSC) to Defense Distribution Center (DDC).
- ✓ Move DLSC Information Office to Information Operations
- ✓ Standup Business Modernization



# DLA 21

## Logistics Operations

**Under Construction**

**Logistics Operations**  
(J3/J4) ★★

**A-76**

### Business Management



- Supply chain manager/ tailored logistics support
- Business case rules
- POM/budget/\$/ ES/high grades
- Performance measurement (DORRA/metrics)
- Business plan
- Input to DLA Strategic Plan
- Workforce Development planning

### Logistics Policy & Acquisition Mgmt



- Activity Based Mgt/ Costing
- Policy for -
  - Procurement
  - Engineering/QA
  - Supply Management
  - Distribution
  - Disposal
  - Sets metrics for each process/policy area

### Business Modernization



- Interface w/IO
- BSM
- Identify functional requirements for BSM
- Business process reengineering
- Entry point at HQ for BSM Core Team

### DLA Readiness The Center doctrine



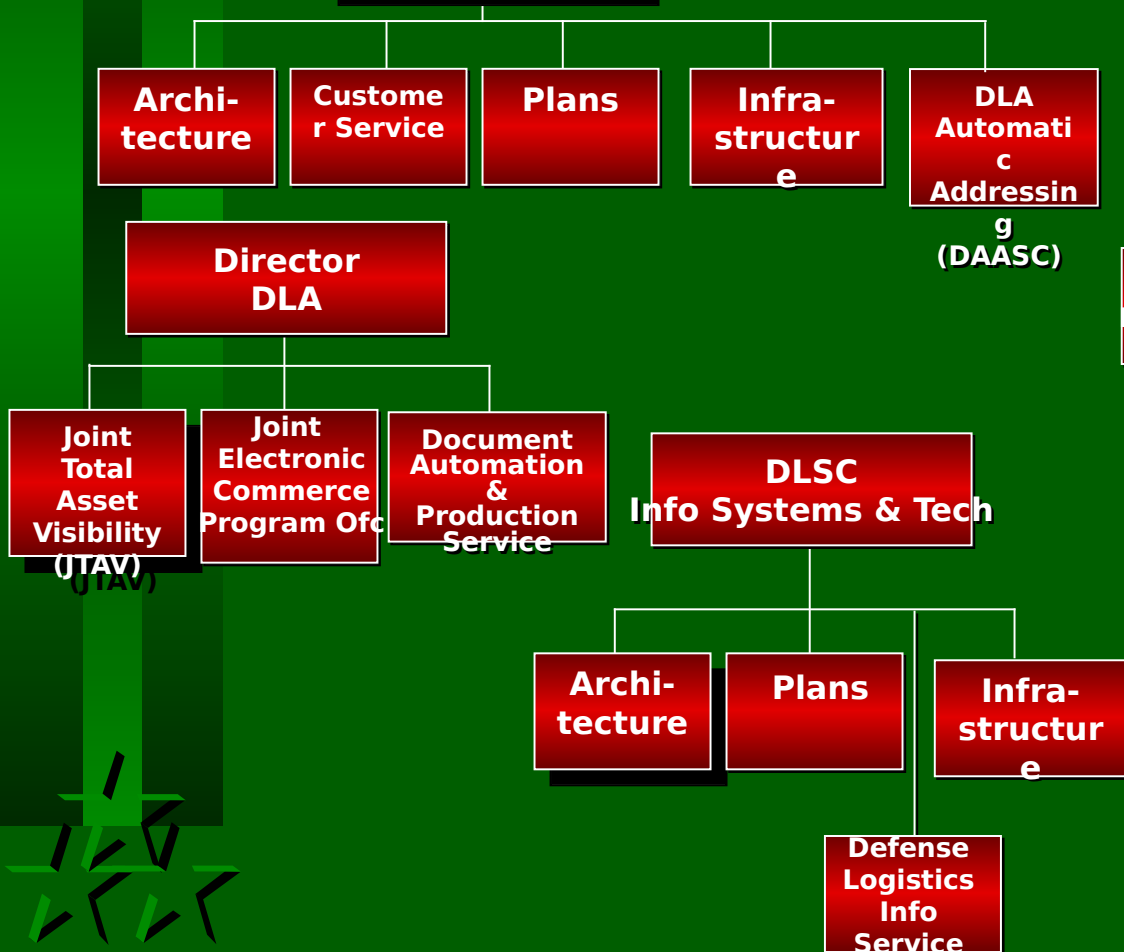
- Interface w/OJCS/ CONUS CINCs
- Logistics Readiness Center & ESOC
- CONUS Customer Liaison Officers
- Reserve Program
- ICIS
- Customer Liaison Representatives
- Military service support teams



# Information Operations

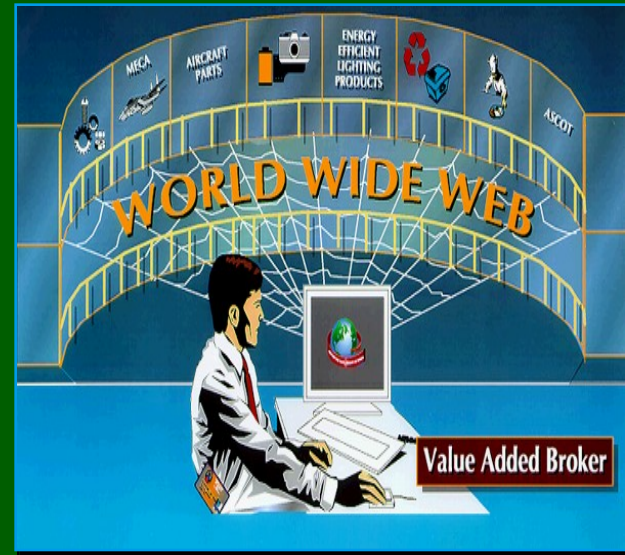
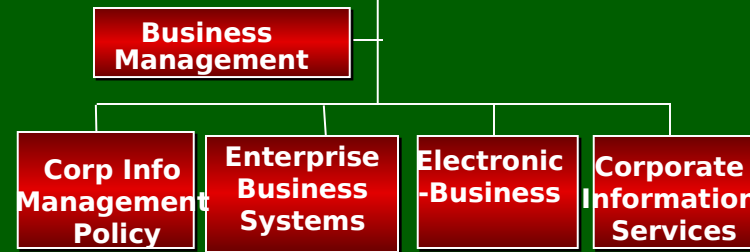
## Today

**Chief Information Officer (CIO)**



## DLA 21

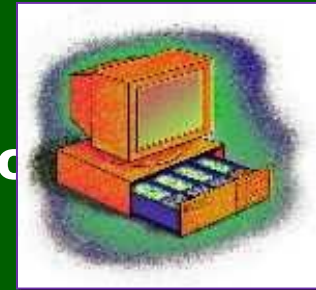
**Information Ops CIO (J-6)**



# Tenets



- ✓ Information Technology is a corporate asset
- ✓ Technical, operational, systems architecture to discipline actions
- ✓ Management of procurement of corporate hardware & software enabling for configuration management
  - ✓ Centralize IT funding
- ✓ Create environment for Business Systems Modernization
- ✓ Enable virtual enterprise applications
- ✓ Focus on corporate knowledge management
- ✓ Establish PEO/PM for information systems
- ✓ Drive framework & responsibility for DoD Integrated Data Environment
- ✓ Link information services & business process





# Changes

- ✓ **DLSC-I transfers to Information Operations**
- ✓ **DPAS/FAS/BSM/LCM/project/program management teams transfer to Enterprise Business Systems**
- ✓ **DLSC Field IT and DSIO report virtually to Corporate Info Services**
- ✓ **JECPO/JTAV/DAPS/DLIS/DAASC are placed under E-Business**
- ✓ **Requirements determination/POM and execution personnel combined to form Business Office**
- ✓ **Establish CIO Compliance under Corporate Info Management Policy**
- ✓ **Realign Critical Infrastructure Protection under Information Assurance under Corporate Info Management Policy**



# DLA 21 Information Operations

Information Ops  
(J-6)

Business  
Management

Corporate  
Information  
Management  
Policy

- ▣ Technical Architecture
- ▣ Info Assurance (Security)
- ▣ Critical Infrastructure Protection
- ▣ Emerging Technology
- ▣ Connectivity
- ▣ CIO Compliance

Enterprise  
Business  
Systems

- ▣ PEO
- ▣ Operational & Systems Architecture
- ▣ PMs for all AISs
- ▣ Logistics Community Manager
- ▣ Business Systems Modernization
- ▣ Fuels Automated Sys
- ▣ Defense Property Accountability Sys
- ▣ Automatic Identification Technology

E-Business

- ▣ Asset Visibility (JTAV)
- ▣ Document Automation (DAPS)
- ▣ Community Data (DLIS)
- ▣ Routing (DAASC)
- ▣ E-Commerce (JECPO)

Corporate  
Info Services

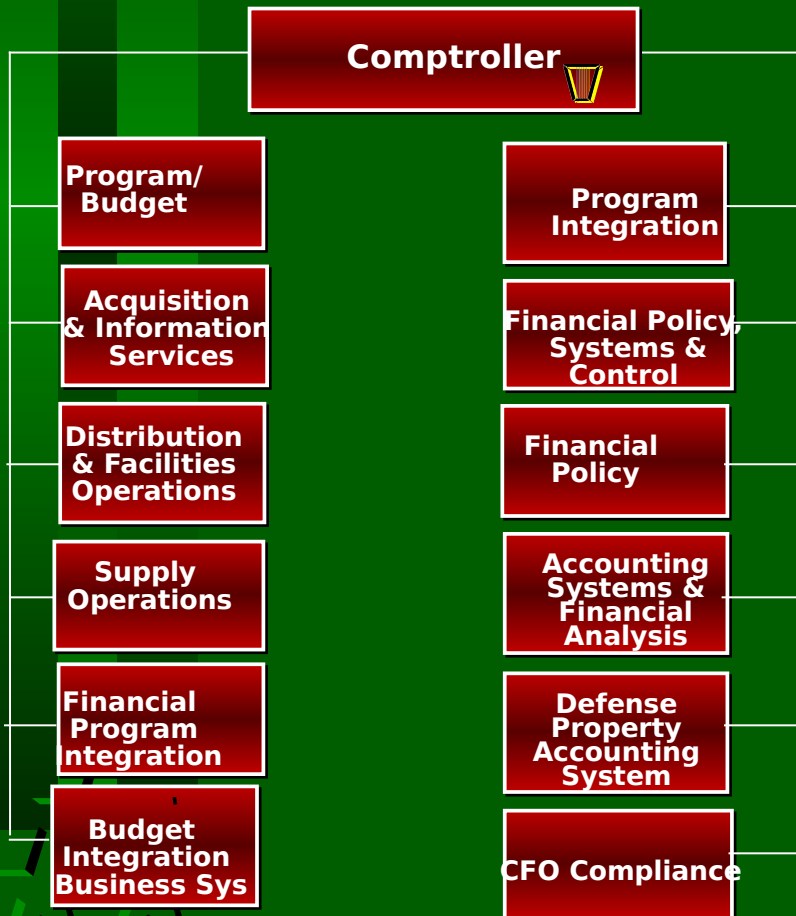
- ▣ HQ LAN Field
- ▣ IT Operations
- ▣ Field Development
- ▣ Field Maintenance
- ▣ Asset Mgt & Procurement
- ▣ Infrastructure Architecture

Will eventually be integrated into an organization consisting of fewer than current 5 boxes

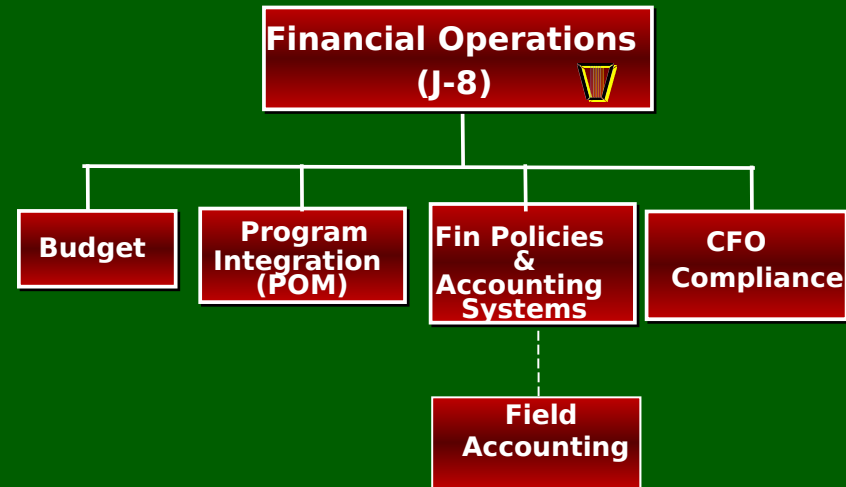


# DLA 21 Financial Operations

## Today



## DLA 21





# LA 21 - Financial Operations Tenets

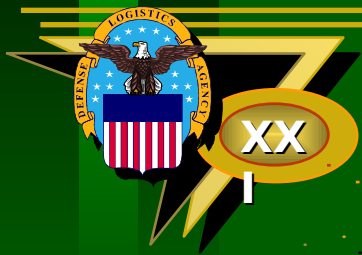
- ✓ Financial standards set by FO
- ✓ Field commander retains accountability for requirements submission (to DLSC and FO) and execution
- ✓ Financial guidance provided directly to field
- ✓ Logistics Operations/Information Operations/ DLA Support Services identify POM requirements to FO

## In Work:

- ✓ FO Working POM mechanics: developing POM/budget flow chart







# Changes

- ✓ HQ personnel involved in accounting and reimbursable workload (CAAB, DASC-F, DCMC-B, DLSC-B) transfer to FO
- ✓ Field personnel involved in accounting will report virtually to FO
- ✓ DSS/DLSC/Information Operations retain Business Office and personnel to work POM development, budget and





# Command/Staff

## Today



## DLA 21





# Command/Staff

## Tenets

- ✓ Virtual approach to support services
- ✓ Consolidates like functions
- ✓ Enables field commanders to focus on core missions vice base operating support
- ✓ Corporate Communications ...single corporate voice!

## Changes

- ✓ Disestablishes Corporate Administration. Functions transfer to Logistics Operations, DLA Support Services, Information Operations and Financial Operations
- ✓ Migrates DLA Administrative Support Center to DLA Support Services





# Bottom Line Benefits



**Strengthens warfighter support**

- ✓ Single face to the customer
- ✓ Recognizes differences and dependencies of supply chains



**Enables virtual enterprise by leveraging corporate capabilities**

- ✓ Information Services
- ✓ Finance/Accounting
- ✓ Support Services



**Achieves true business integration**

- ✓ Focuses resources on supply chain management and information technology



**Combines like functions**

- ✓ Customer service and readiness support
- ✓ Information Technology



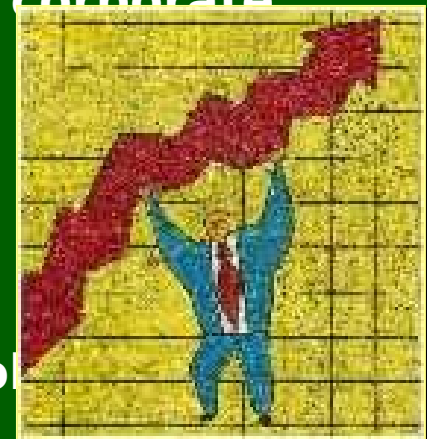
**Improves command, control and communication**

**Capitalizes on use of information technology and attains synergy**

- ✓ Aligns Agency for Business Systems Modernization and corporate focus



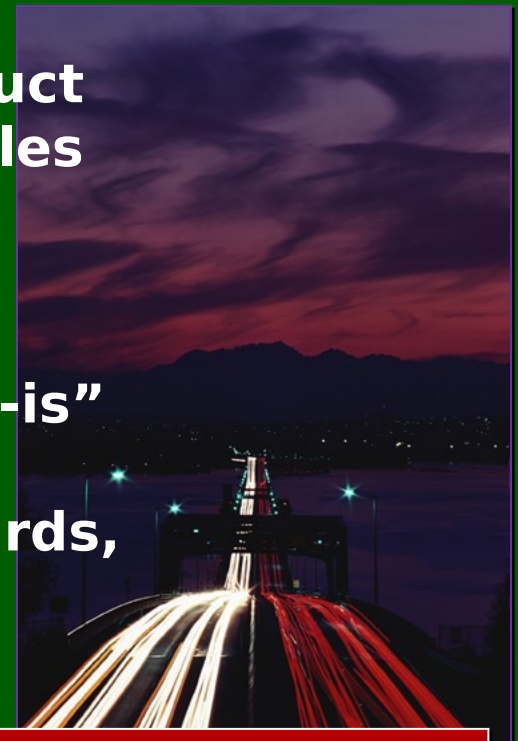
- ✓ Positions to be DoD integrated data





# Moving to the DLA 21 Organization Implementation Plan

- ✓ Vice Director and Executive Director Lead Implementation...Process owners execute
- ✓ Weekly in-process reviews (IPRs) to the Corporate Board
- ✓ Build concept of operations
- ✓ Identify personnel to new construct (in accordance with personnel rules and entitlements)...transfer of function
- ✓ Issue General Orders
- ✓ Assign and transfer “as-is-where-is”
- ✓ Modify & classify position descriptions performance standards, & individual development plans
- ✓ Effect personnel actions



**Complete Implementation by July 29, 2000**



# Timeline

**January** 11 12 13 14 15 18 19 20 24 25  
**February** 1 18 28  
**March** 1 5 30  
**April** 31  
**June** 3 17 1 15

**Obtain DLA-21 approval**

Est Corp Board

Brief EMT

Brief: A&M DDP DoD

**Develop Recommended CONOPS describing results of Feb 1 action**

Publish Instructions on how to develop CONOPS

**Establish Protocol Brief Workforce**

Brief: DUSD(L&R) USD(C) DoD CIO Inform Congress

Issue Press Release

Obtain OSD approval for changes in SES PDs

**Obtain Aprvl of CONOPS**

Identify Personnel to new concept

Negotiate Impact & Implementation with Union

Issue Draft G.O.'s est new org entities

**Assign & Transfer**

**"as is-where is"**

Dev Military rating chart

Modify/Classify PDs (mil & civ)/Perf Stds/IDPs/documentation

Effect "To Be" Organization/Position Structure in DCPDS

Effect Personnel Actions

Each Org briefs implementation

Complete Civ actions prior to DCPDS cut-off of 7/29

Modify mailing/distribution

Repack HQC where feasible





# Summary

- ★ Greater results require greater changes
- ▭ The success of our military forces on the 21st Century battlefield depends on us. Our legacy will be DLA 21
- ▭ If we're not on the right track, we'll be history!

**Don't know all the answers  
but asking the right questions!  
Must change!**



# Quality Of Life Issues

**CDC**

**Health Clinic**

**Cafeteria**

**Fitness Center**

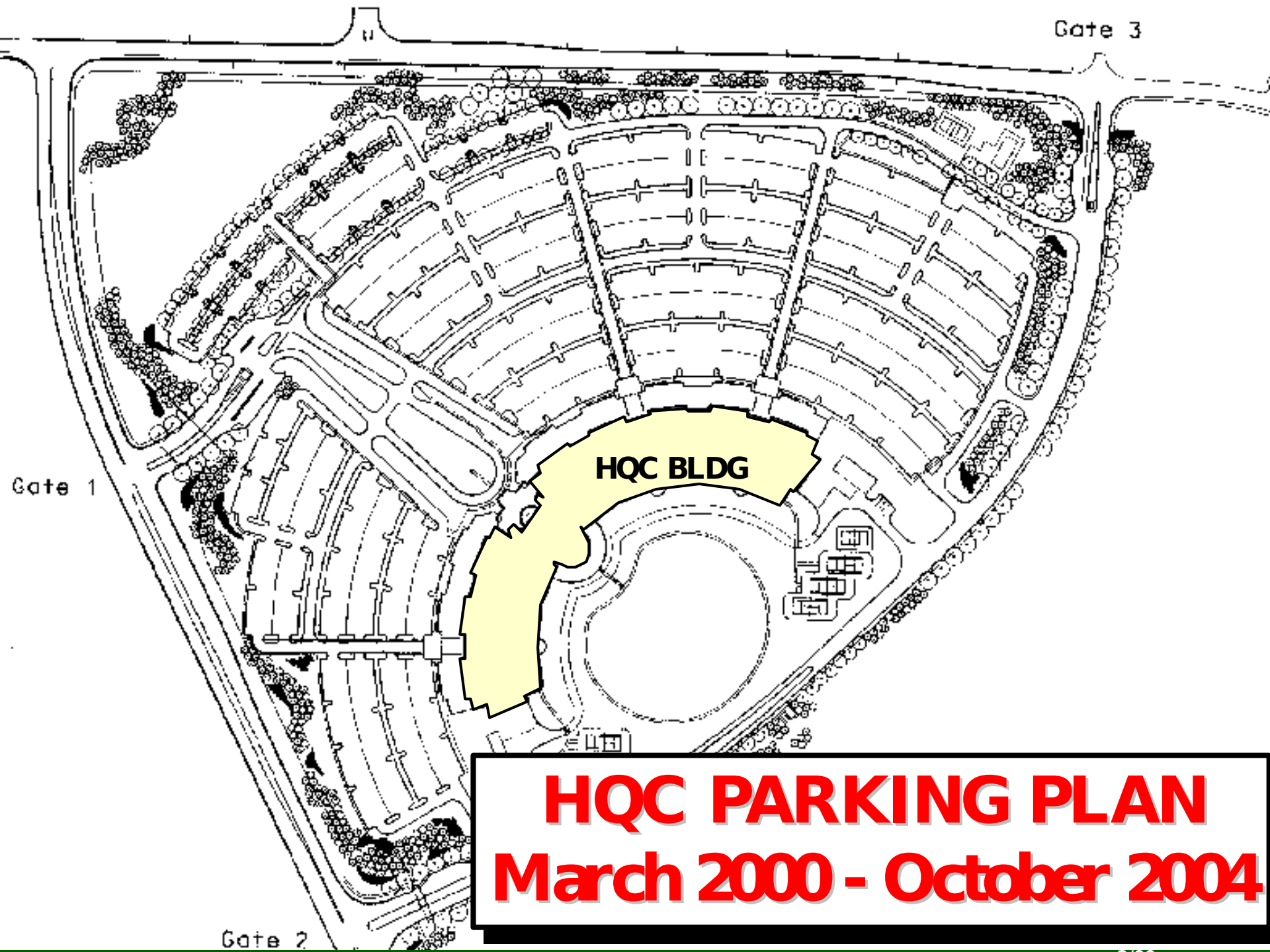
**FAP**

**Wellness Programs**

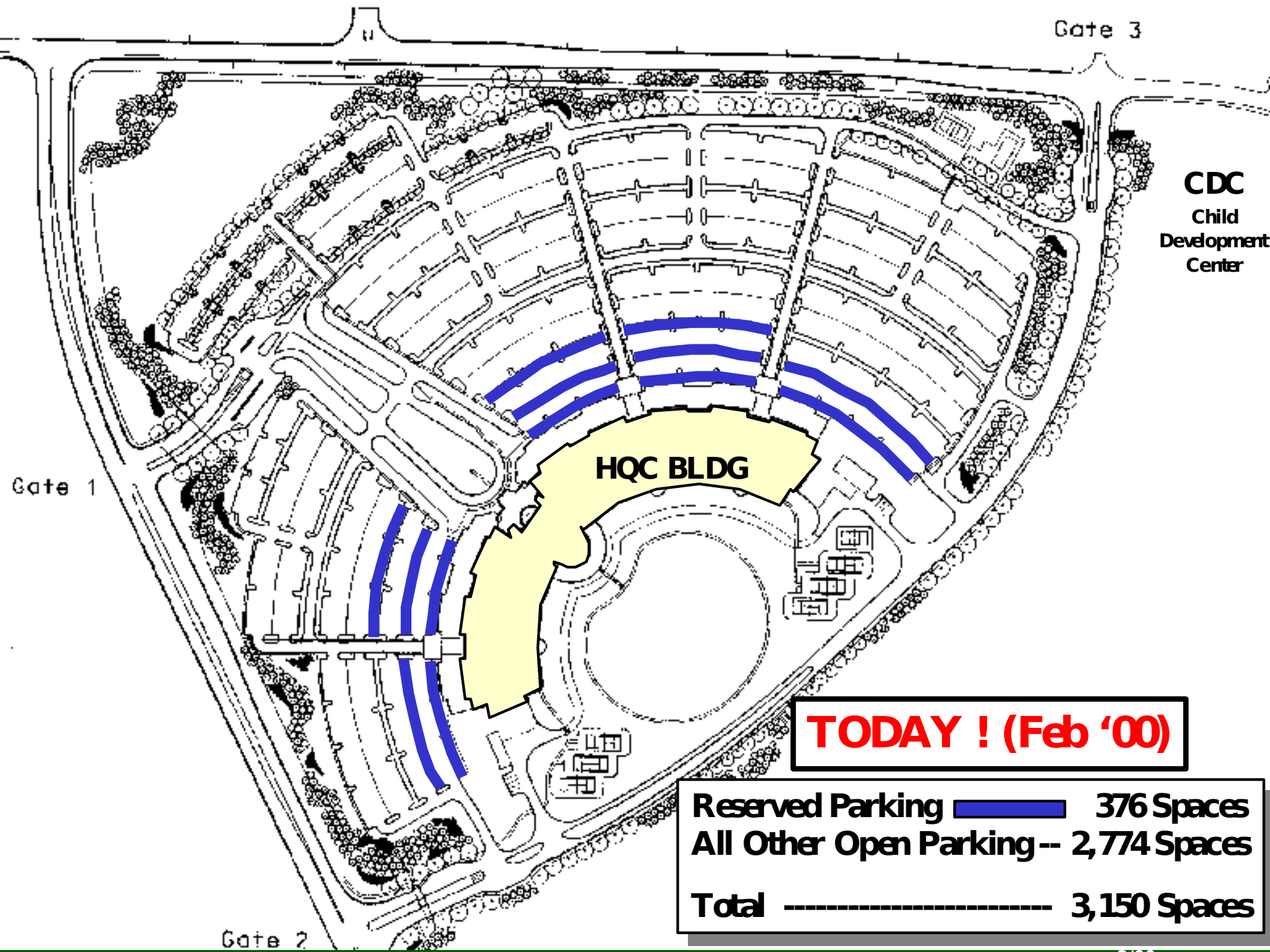
**Parking**

**Rearranging  
Building**





**HQC PARKING PLAN**  
**March 2000 - October 2004**



Gate 3

CDC  
Child  
Development  
Center

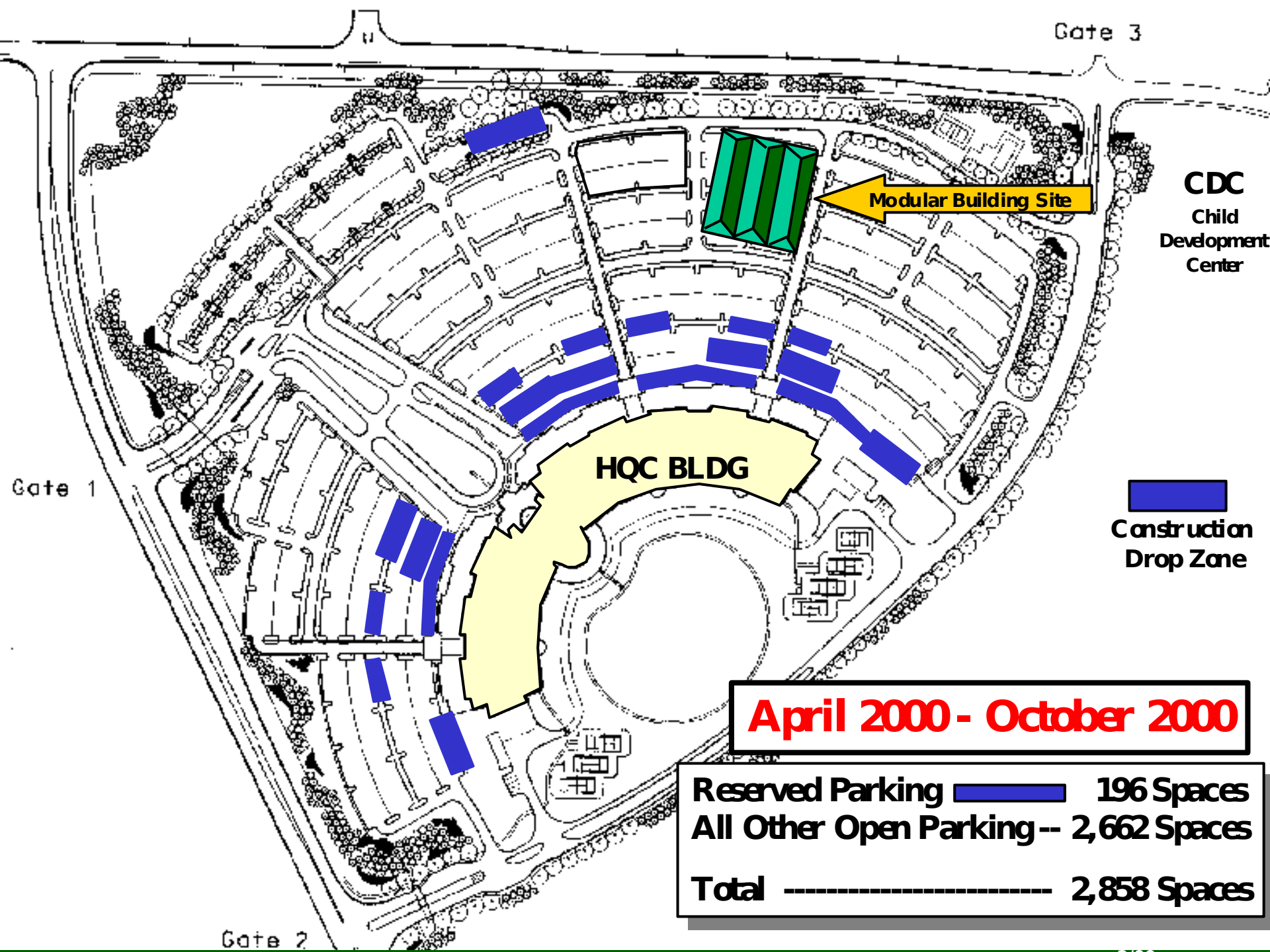
HQC BLDG

Gate 1

**TODAY ! (Feb '00)**

Reserved Parking  376 Spaces  
All Other Open Parking-- 2,774 Spaces  
Total ----- 3,150 Spaces

Gate 2



Gate 3

CDC  
Child  
Development  
Center

Modular Building Site

HQC BLDG

Construction  
Drop Zone

**April 2000 - October 2000**

Reserved Parking  196 Spaces

All Other Open Parking -- 2,662 Spaces

Total ----- 2,858 Spaces

Gate 1

Gate 2

Gate 3

CDC  
Child  
Development  
Center



Modular Building Site

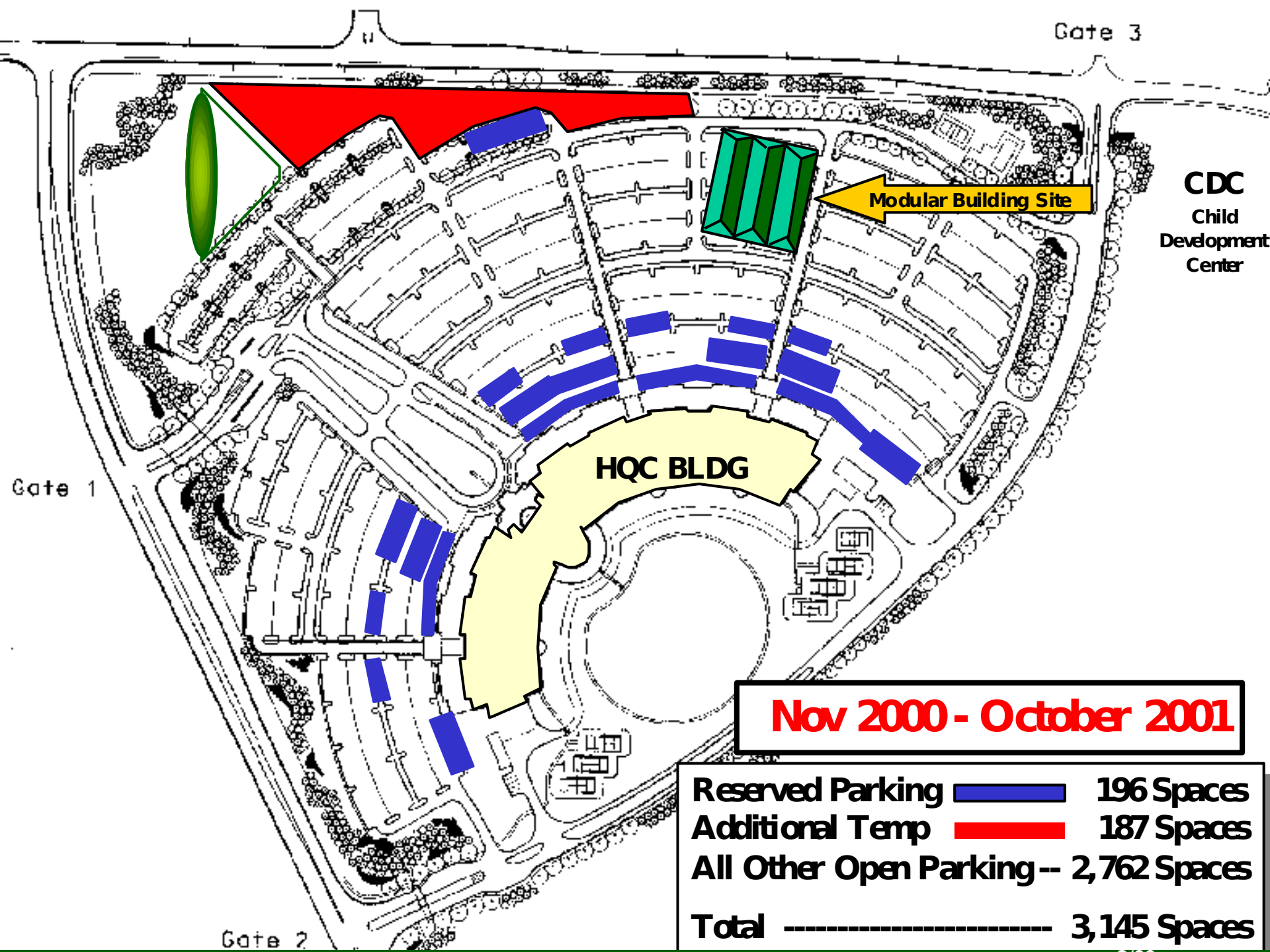
HQC BLDG

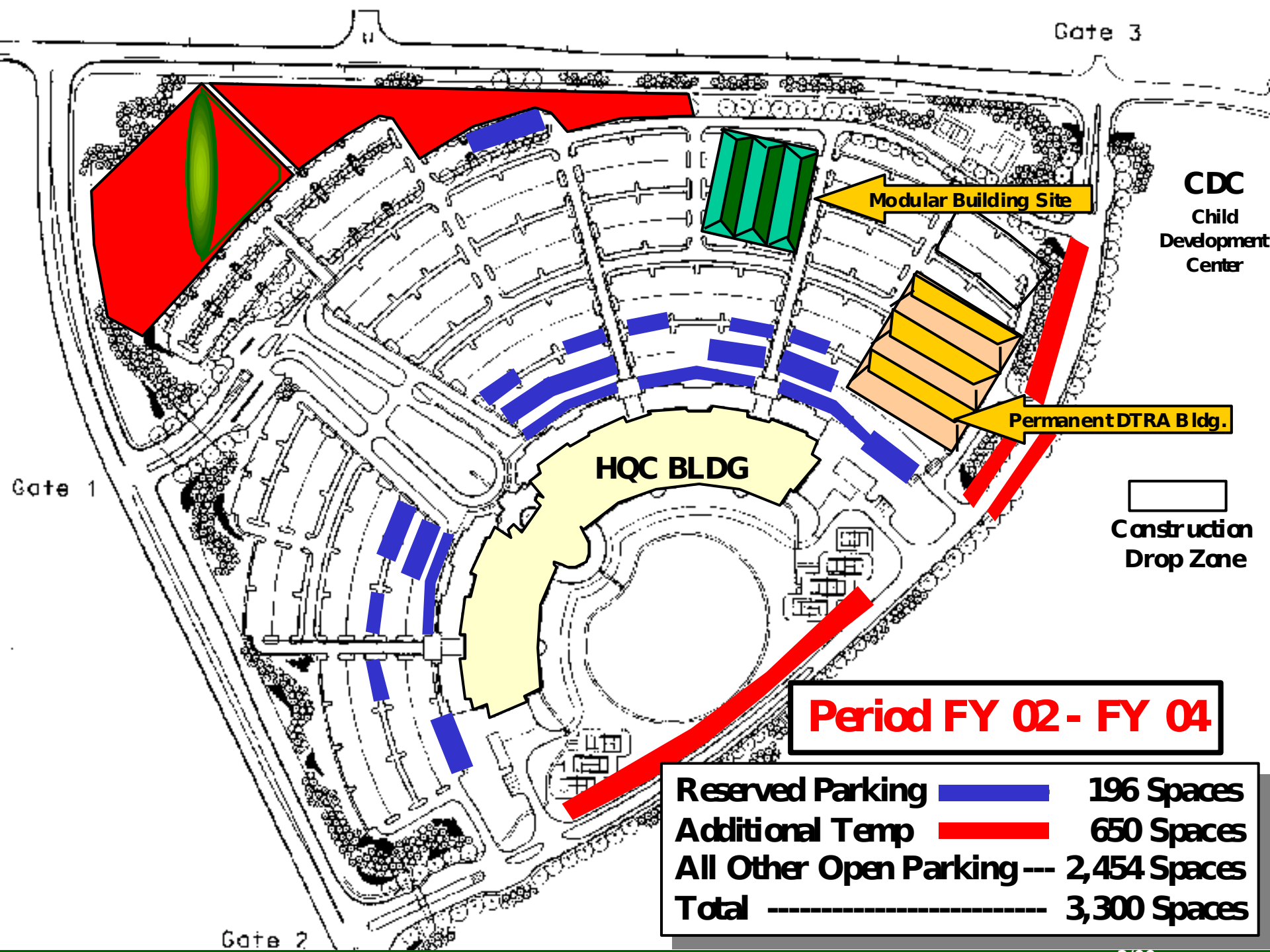
Gate 1

Gate 2

**Nov 2000 - October 2001**

Reserved Parking		196 Spaces
Additional Temp		187 Spaces
All Other Open Parking	--	2,762 Spaces
<b>Total</b>	-----	<b>3,145 Spaces</b>





Gate 3

**CDC**  
Child  
Development  
Center





Modular Building Site

Permanent DTRA Bldg.

**HQC BLDG**

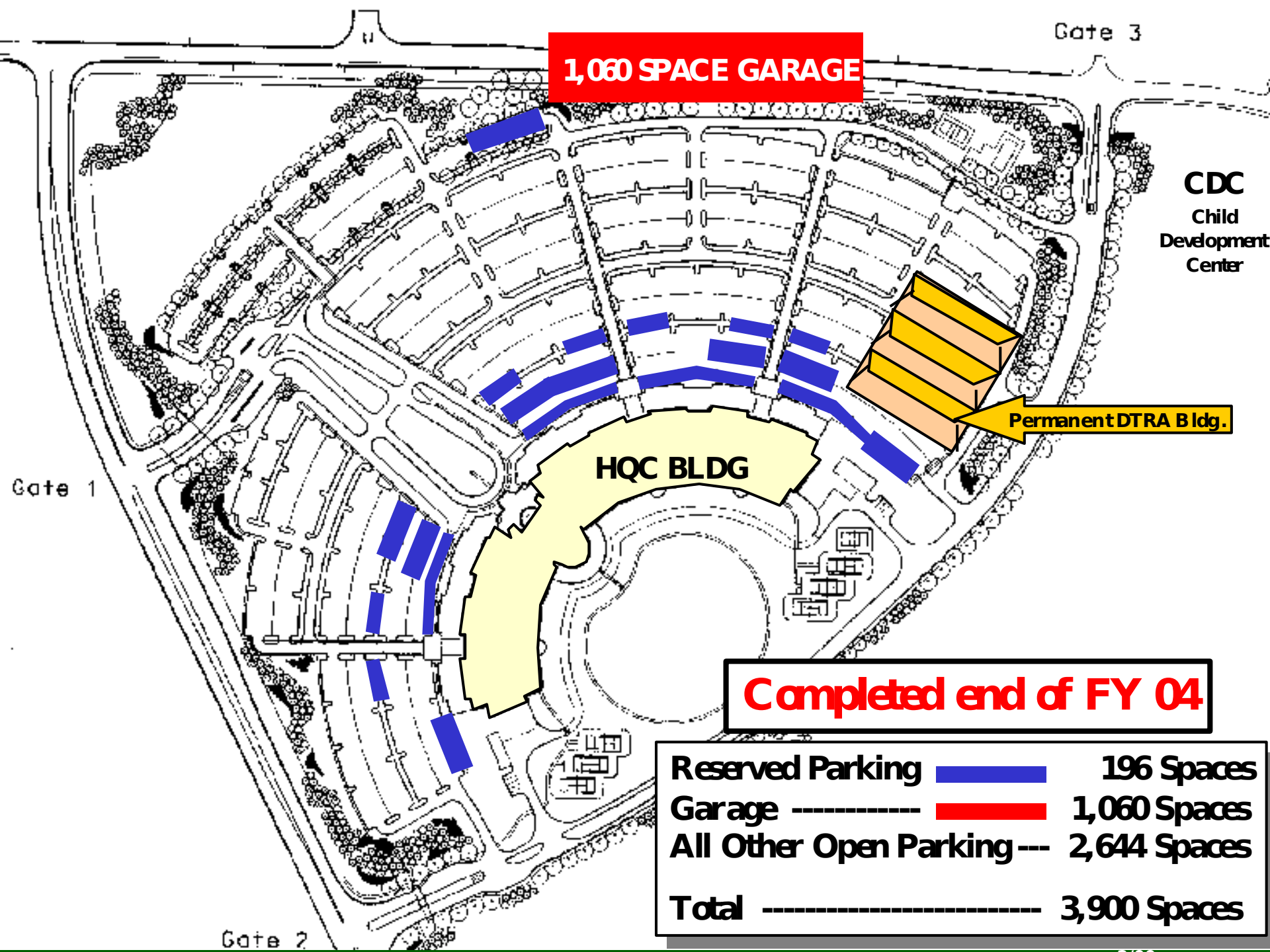
  
Construction  
Drop Zone

**Period FY 02 - FY 04**

Reserved Parking		196 Spaces
Additional Temp		650 Spaces
All Other Open Parking		2,454 Spaces
<b>Total</b>		<b>3,300 Spaces</b>

Gate 1

Gate 2



**1,060 SPACE GARAGE**

**CDC**  
Child  
Development  
Center

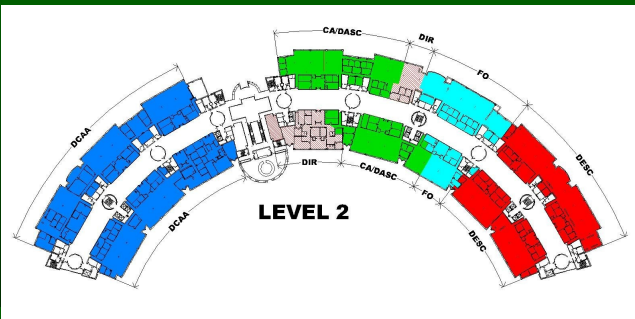
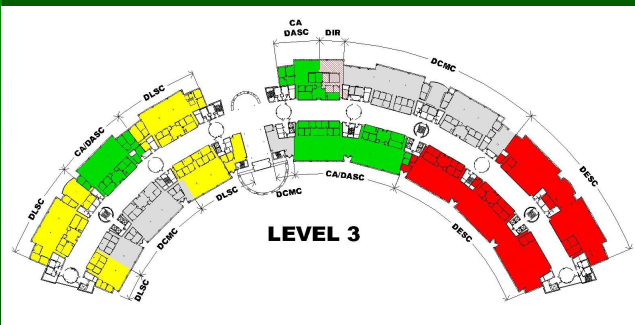
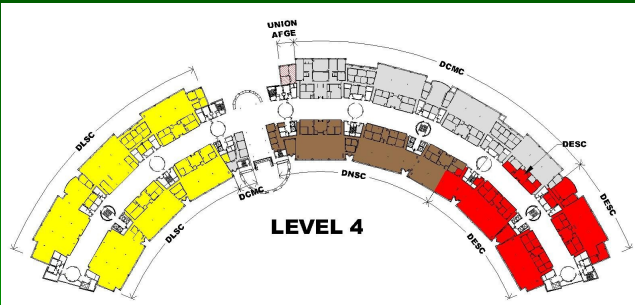
**Permanent DTRA Bldg.**

**HQC BLDG**

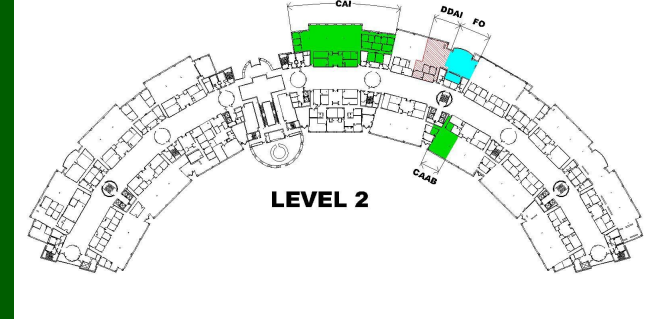
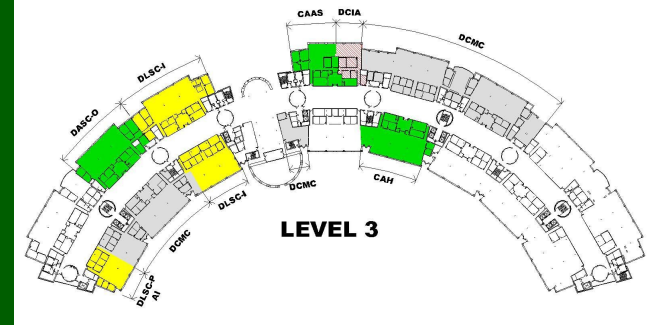
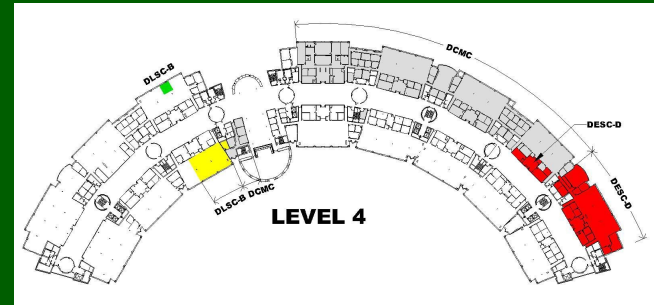
**Completed end of FY 04**

Reserved Parking		196 Spaces
Garage		1,060 Spaces
All Other Open Parking		2,644 Spaces
<b>Total</b>		<b>3,900 Spaces</b>

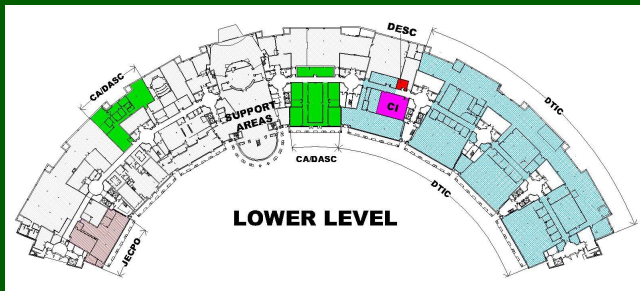
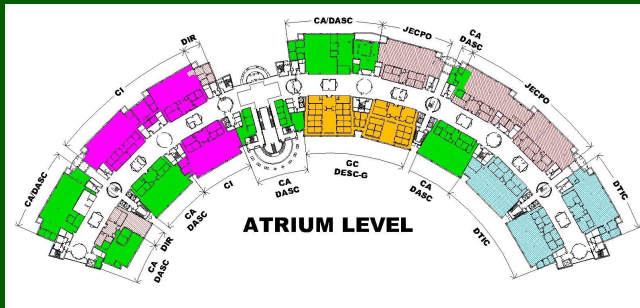
# DLA HQC AS-IS



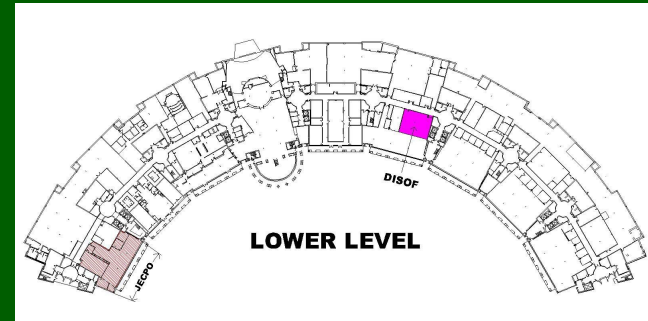
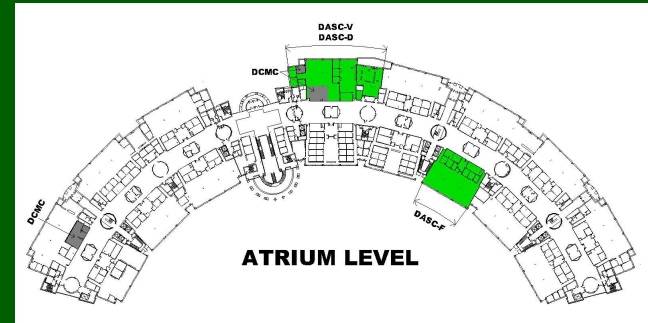
# DLA 21 MOVEMENTS



# DLA HQC AS-IS

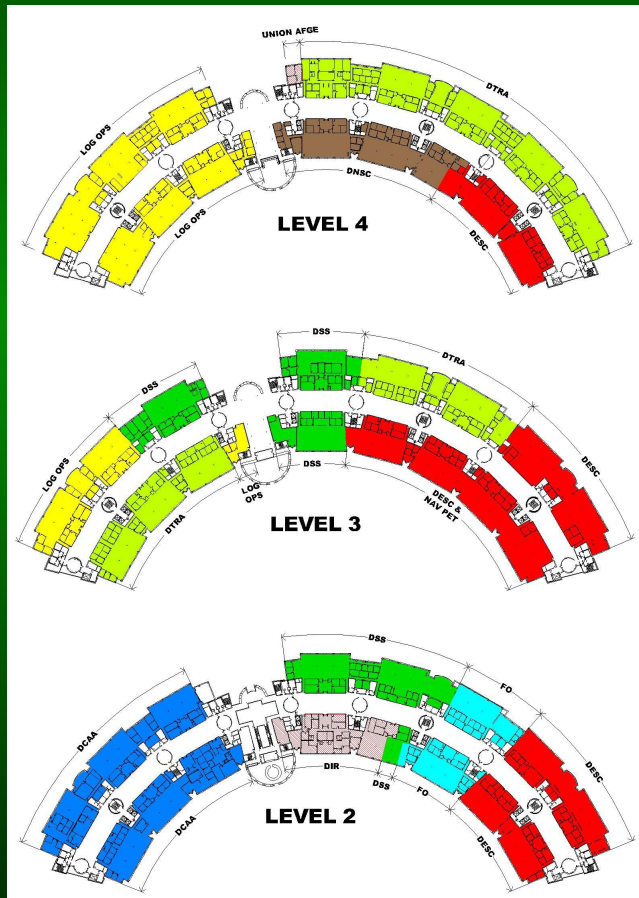


# DLA 21 MOVEMENTS





# DLA 21



# DLA 21

